

Perception of Employees on Workplace Diversity in Context to Indian Startups

Shivangi Sharma¹, Dr Swati Vispute²

¹MBA Student at Symbiosis Institute of Management Studies, Symbiosis International University, Pune

²Faculty at Symbiosis Institute of Management Studies, Symbiosis International University, Pune

¹shivangi.sharma2021@sims.edu

ABSTRACT

The global emerging businesses are structuring diversified workplaces. There are several educational establishments that include workers and students from diverse communities, areas and faiths. So, for an obvious reason educational institutes witness multicultural, social, regional, religion diversity. Nowadays big organizations in India are also following the same trend of workplace diversity. So, it is essential to explore whether Indian emerging startups are ready to adapt to workplace diversity. This paper investigates how the new age Indian startups are implementing workplace diversity. This study further examines the steps companies can adopt to improve cultural sensitivity and empathy, thus strengthening staff and organizations

Keywords

Workplace Diversity, Employee Perception, Gender, Employment Status, Age, Diversity Management

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Introduction

There are several facts of cultural diversity and in the sense of plurality, various meanings may be created. The definition of diversity in the workplace ranges from organization to organization. Diversity exploration creates a paradigm which tries to explain the context. Wilner (2000) interprets diversity as recognizing multiple human variations and similarities. Diversity ranges from age to race, ideology, ethnicity, faith, sexuality, physical condition, and sexual identity among diverse human characteristics. Estee et al (1995) identify diversity as the distinction between individuals between age, height, ethnicity, gender, physical and mental ability, religion, sexual identity, and spiritual practice. The above example defines diversity as a shared perception of variations and disparities. By changing different facets of color, race, ethnicity, gender orientation, social status, age, physical capacity, religious views, political beliefs or other philosophies, may participate. Carefully inspect these poles in an atmosphere of secure, positive, and active care. Diversity implies more than accepting variations, and tolerating them. It is a collection of practices which include the following aspects.

- The interconnection between arts, society and the natural world is understood and valued
- It is about enabling the execution of mutual respect for qualities.
- It is about comprehending diversity as the ways of knowing and accepting personal, social, cultural differences.
- It is about practicing the meaningful acceptance of diversity
- Understanding that any sort of discrimination sustains privilege for some and disadvantages for others.
- Build harmony between disparities, such that all kinds of prejudice can be abolished together.

Recognition of diversity thus encourages inclusiveness from a wider viewpoint and can be conveyed as a statement, that

is, diversity not only entails positive action in line with the legislation but should also inspire individuals to pursue diversity. Using, for example, the importance of the multiple corporate philosophies (Hay). -Thomas, and Crosby and Stockdale). There are several emerging startups in India. They must practice to establish themselves as a big organization. This paper is an attempt to understand the practice of this workplace diversity in Indian Startups.

Four Layer Model of Diversity

Diversity features are demonstrated in the concept of diversity on four levels. Garden Swartz & Rowe clarified that the four types of diversity are hierarchical, social, internal and personality aspects. This framework will help people realize that there are multiple workforce traits of the group. Diversity strengthens the capacity of the organization to respond to certain motivating forces and diversity facets, ensuring that both the skill attributes and unique skills are exploited to achieve the purpose and objectives of the company.



Organizational Dimension

It is the outermost layer which is made up of variables such as ownership, rank, organization, membership, place of employment, seniority, section division, which job material. The basic element of diversity that is associated with this definition is an organization-controlled component under which the study is performed. Diversity, equal care causes, and prospects for growth should be emphasized.

External Dimension

This layer depicts all elements correlated with personal interests. Individuals have greater influence over these variables relative to the scale of the organization, which can adjust over time. Personal preferences, viewing activities, moral values, educational history, job experience, personality, marital status, regional position and income are core facts of the course.

Internal Dimension

Nobody can regulate the element of an internal scale. These factors are fixed from the time of birth such as age, race, ethnicity, gender. These variables can become the cause of prejudice.

Personality

It expresses itself as the individual's persistent personality and consistency. In a particular scenario it determines how people act. The remainder of the paradigm's three layers influence behavior. Managers wanting to consider cultural diversity and create successful partnerships need to concentrate on both of these aspects. Such degrees of diversity are intended to leverage variations and similarities to improve the work atmosphere and get each workforce closer to attaining the organization's overall objectives.

Diversity at the Workplace

Emerging globalization, rather than ever before, involves interconnections between citizens of diverse societies, values and experiences. All start-ups emerging in countries such as India are pursuing the pattern of globalization, which has rendered working place demographic diversity a focus. There are some factors which help organizations to construct a diverse workplace environment.

Factors include industry growth, the presence of an increasingly diversified corporate climate, and shifts in the activities of the company, such as sales, mergers and transitions of new facilities or expanded numbers. The burden comes into the organization from women and racial minorities or external or internal unrest. An organization, through embracing and integrating cultures responsive to differences (such as homogeneity, globalization, and multiculturalism), moves through three phases. In the monogamy level, we can see that the institutional unity and superiority of the company among the male workers is tiny.

There is a sort of expectation that others will be subdued by dominance. In this kind of organization, one may find to see women in the workplace but they are not at the top positions. The group has more heterogeneous participants in the selection or non-discrimination stage than the homogeneous participants. These organizations provide equal and ample opportunity to minorities for their growth in their career. They follow strict regulations of the Government as well and give equal rights to everyone. They even live by jobs standards and quota allocation strategies.

Differences are recognized and valued in multicultural stadium. The work atmosphere provides for the right to select workers. There is consistency and consistent implementation of rules and practices, and no one is discriminated against. Researchers have explored the impulse of diversity and its management on organizational efficiency. The research shows that different aspects of diversity are complementary to better innovation, advanced strategic decision-making and better organizational credibility.

Indian startups are doing an excellent job of absorbing diversity in the workplace. And, for them, diversity implies not only gender or sexuality but they provide equal opportunity to every employee in the truest sense. Many of these startups are implementing democratic principles at their workplace. Gender diversity is one of the key concerns for sure but at the same time other aspects of diversity are also being practiced by these emerging startups. Startups, which tend to hire a young workforce, are also finding that they need older and more experienced talent to grow in large scale.

Inclusivity matters for diversity The significant number of today's startups realized and valued that innovation can be procreated only when there is a cultural diversity in organizations. Indian startups are understanding and exhibiting their effort to enable diversity by employing people who may not be a part of the 'mainstream' workforce.

Literature Reviews

Angeline et al. (2011), share their views on managing generational diversity at the workplace. This article qualitatively emphasizes that the gap in knowledge of expectations is the source of potential misunderstandings and misunderstandings between the three generations of employees. It also provides potential strategies on how to bridge the gap between multiple generations of the workforce. The work behaviors, attitudes and values of the three generations of employees can be affected by their historical, economic, social and cultural experience. If baby boomer workers X and Y do not recognize and embrace each group's special and distinct traits, and do not acknowledge their similarities, disagreements and disputes are unavoidable at work.

Patrick et al. (2012), present an article which describe how to handle diversity at work. This research explored possible obstacles to diversity in the workplace, and suggested solutions to encourage diversity and inclusion in the workplace. It is focused on a study of 300 people employed in the area of information technology. The report suggests

that effective multicultural strategy improves engagement and productivity for workers and boosts financial efficiency. Diversity management is a mechanism that seeks to build and sustain a supportive work atmosphere and recognize the similarities and disparities between individuals.

Allen, et al. (2007), Introduce perceived diversity and organizational performance. The aim of this essay is to explore the relationship between various managerial, corporate, and non-managerial perceptions of employees and their perceptions on organizational efficiency. This study revealed this problem and found that the upper management and non-managerial levels of the perception of organizational diversity are closely related to the perception of various organizational performances. Based on these findings, it is critical that the organization not only reflects on achieving diversity in its strategic targets but also raises knowledge of diversity among employees.

Hostager, et al. (2008). The impact of learning interactions with diversity on both positive and negative views with diversity. Their findings suggest that the proportion of students with favorable and negative views of occupational diversity rises with varied encounters. The definition of diversity often plays a significant role in determining gender. They addressed the effect of the results on the concept, execution, and assessment of different instructional and industrial learning environments.

Mason et al. (2013) explored the psychological benefits of creating a guaranteed atmosphere for diversity in the workplace. They explored the position of four psychological result variables (organizational participation, creativity environment, psychological confidence, and identity freedom) as possible mediators of the interaction. They presented the disparities between subgroups of race and gender. Survey data is comprised of 1,731 civil servants. The research results show that when employees believe that they have equal opportunities and fair treatment, their willingness to transfer will decrease.

Tüz et al. (2001), Diversity and Staff Behavior awareness: A Review of Human Resources and Workers at Hotels. This study's originality is to explore the common understanding of diversity of societies that have many subcultures. The results showed that there were statistical differences between the survey groups. Higher education levels, administrators, and international exposure for example contribute to a more favorable view of diversity. Community and language are among them essential reasons for diversity. The international climate, and the nature of the workplace in particular, faces numerous obstacles and risks related to globalization. In this scenario, the aim of this analysis is to evaluate a corporate organization's view of diversity and atmosphere of diversity.

Vijay et al. (2018), Check employees' perceptions of the diversity of the workforce in selected educational institutions. This study helps workers and organizations recognize the value of diversity, and their effects. This research illustrates the measures companies need to take to increase visibility of workers and integrate diversity to strengthen staff and organizations. There is variety in many organizations. With the latest trends in globalization, organizations are recruiting diverse employees. These institutions have greater variety in terms of age, ethnicity and background as the workers and students at several

institutions come from diverse countries, ideologies, and experiences. So we need to know if a company is able to accept its cultural diversity.

Balanagalakshmi et al. (2019), Employees' Perception on Diversity in Management. This essay attempts to explore the views of workers of varying genders and classes on the handling of diversity in the workplace. The diversity of the workforce can be managed through effective human resource management practices. Regardless of their nature, employees are very easy to accept diversity and manage diversity in the organization. Generally, employees believe that women are incapable of taking on leadership roles because they believe that they have leadership qualities, that is, emotional stability, cheerful temperament, self-reliance, competence, self-confidence, ambition, and knowledge of current affairs and events.

Purwanto et al. (2020), this research explores the effect on success change of leadership and organizational culture through creative job actions (mediated by an Indonesian jobs service company). The data collection system for service community in Indonesia is a basic online random sampling process. A SEM approach has been used for analysis the collected likert scale data. Creative leadership and organizational culture may have a substantial beneficial effect on company success through the overt or indirect management of the conduct of innovative work as a consequence of data collection. Innovative job activity is having a rather good impact on success at job. This new research suggests a paradigm that can enhance the job efficiency of disruptive leadership organizations workers who use company learning as a middleman and community.

Smimou (2020), this research examined whether the connation between managerial motivations and fund efficiency depends on moral motivation, teambuilding and the relationships between them. Predicting the future success of the manager therefore by balancing the enthusiasm of the manager with the size of the staff, retail investors (mutual funds, pension funds, insurance). The essence and effect of the funds on moral motivation. Evidence suggests that business culture and its legal implications and positive expectations have influenced the success of the fund dramatically. Moreover, there is subtle indications that both variables provide some details about the fund's efficiency, but its function depends on enhanced management drive or team size, and management drive alone is not adequate. However, they must provide administrators with a corporate ethics climate and/or continuing ethics preparation to provide effective and scalable investment options to satisfy the needs of multiple customers.

Han et al. (2020), the purpose of this research was to develop advertising curriculum demanded according to the change of company recruitment methods in the 4th Industrial Revolution. Focus group interview was conducted targeting advertising professionals in full-sized and digital advertising agencies. The results showed that the curriculum of advertising majors in Korean universities maintains the curriculum of the traditional media era, and the revision of the innovative curriculum suitable for the advertising environment in the 4th Industrial Revolution era was insufficient. In addition, there was a lack of career education suitable for the new hiring method of the company.

On the basis of these findings, this study proposed an innovation plan for the major in advertising education.

Sadik & Brown (2020), this report analyses the working strategies of 13 leading firms in the high-growth Indian market. He discusses that these firms are unlikely to raise product demand in the manner politicians and proponents of technology-driven technical transition expect, driven on in-depth qualitative interviews. Indian businesses are waging a "talented campaign" but only for the best alumni from Indian universities. They claim the Indian university structures and corporate talent acquisition techniques are strongly linked. The performance of corporate elite in this skill pool depends on sustaining elite standards of higher education, rather than increasing career market prospects. This article also attempts to explain why India's largest companies cannot always engage in this "talent war" when they are sure that their investment will bring returns.

Pasha (2020), they live in a rapidly changing era. As the organization continues to undergo frequent and rapid transformations, employees continue to face challenges. Furthermore, research on the nature of jobs, and the emergence of artificial workplace technology, suggests higher levels of career chaos and hurried jobs, which raises employment instability. By studying from organizational literature analysis and experience, this report claims that analysts will help appreciate the effect of systemic transition on workers and the effects of such improvements on employment for individuals. Therefore, while understanding the transformation of organizations and individuals, they can provide a "double empathy" approach to professional practice.

Sinha (2020), Successful organizations exist because of competitive advantages in the global economy. In order to maintain a position, the company needs talented and dedicated employees. The effort of the human resources function is to adopt practices that can have an impact and actively improve the lives of employees. Professional Advancement is a significant priority. HR managers and partners may establish employee responsibilities through job cycles through the Professional Development Scheduler, as well as strategy, organization, personalities, habits and employee rank. Formalization, leadership and supervision. By establishing a good professional development system and understanding the importance of the system designed by the company to administrative and professional employees, employee satisfaction can be achieved.

Tsahuridu & Vandekerckhove (2008), this article explores the potential impact of the latest legal developments on the independence and responsibility of whistleblowers in reporting violations. In the past 30 years, many legislations have been passed to protect whistleblowers from retaliation for disclosure violations. Regarding the reporting and related policies in the organization, one aspect that remains uncertain is whether these policies actually increase work assignments, whether they allow employees to act according to their own conscience and meet social expectations, or whether they are used for employee monitoring and protection another management tool. In order to clarify the purpose of protecting whistleblowers in work, the whistleblower protection hypothesis on moral independence is studied. The two extreme positions in the whistleblower letter are that whistleblower legislation and policies are

either aimed at enhancing individual responsibility and moral independence at work, or aimed at protecting organizations by allowing organizations to control employees and make them accountable for work ethics.

Soderstrom & Weber (2020), it offers immersive insight into the evolution of corporate systems in emerging case areas. They focused on field evidence obtained during the past 18 months by major biomedical corporations and they are working to make these companies more competitive. Some sustainability problems were incorporated into the structured frameworks and processes during this time, while others struggled. They evaluate the nature of relational experiences within an organization's participants as a guiding force for the function of strategic growth of the organization. Good experiences generate recognition, inspiration, awareness, partnerships, and resource impacts that connect short-term encounters with different mechanisms in the company. Their findings demonstrate the significance of internal defenders and mechanisms scattered in the creation of organizational systems at intermediate and lower stages, and in the sense of frequent contacts, priorities and commitments. Therefore, paying attention to activity at the level of the case offered a more complex picture of hierarchical systems evolving through democratic processes. They also built a process model that offers a systemic view of organizational transformation by demonstrating how various layers of configuration in the same discipline are described by the social interaction dynamics. The paradigm often supports progressive perspectives on systemic reform by breaking down the framework of activism on these topics and collaborative mobilization.

Swanson (2002), the discussion discussed the attitudes towards the diversity plan and focus areas of contemporary organizations. It considers observations from six focus groups of diverse employees, interviews with 26 mid-level managers and eight senior-level employees, interview records with organizational diversity managers, and interviews with HR managers. Market climate participants seldom create a systemic context for concerns related to diversity. For this functional analysis the factor of variance is used as the theoretical structure. The key challenges that emerge are the lack of discussion on diversity, the varied existence of teaching and assessment of results, the sensitivity of topics of diversity, the position of managers and the transition to inclusion and learning. Both these are proposals to achieve cultural diversity.

Lee et al. (2020), this research indicated that understanding of the nature of individual workers influences the purpose of the employee to quit through the importance of racial diversity and emotional participation. Their findings indicate that the connection between perceived diversity and Duran's purpose is influenced by person diversity and the importance of emotional knowledge.

David et al. (2019), They are focused on strategic human resource management philosophy, and companies involved in obtaining or retaining a strategic competitive edge need to pay attention to the issue of inadequate numbers. They provide the idea of mutual interest (i.e., understanding of corporate help [POS]) and practical priorities (i.e., interpersonal cultural knowledge [OCQ] and family support job definition [FSOP]) Address problems that discourage employees from participating in their jobs. Barriers to

increased competitive benefit. Two experiments were used to assess a paradigm in which general and mentoring knowledge are updated to improve three life patterns (engagement, career satisfaction, group involvement, etc.) Results suggested that POS did not substantially improve male and female adaptability and resulting attitudes to longevity. Then, OCQ helped revise male employees (and to a lesser extent FSOP), thereby increasing engagement, job satisfaction and community inclusion. In contrast, FSOP helped women, but OCQ did not.

Objectives

- ✓ To study the factors affecting employee's perception on diversity in startups.
- ✓ To determine if there is difference in the perception of workplace diversity based on gender.
- ✓ To determine if there is difference in the perception of workplace diversity based on employment status.
- ✓ To determine if there is difference in the perception of workplace diversity based on age.
- ✓ To give recommendations to increase diversity in the organization.

Hypothesis

H1: there is no significant difference in the perception of workplace diversity based on gender.

H2: There is no significant difference in the perception of workplace diversity based on employment status.

H3: There is no significant difference in the perception of workplace diversity based on age.

Data Collection

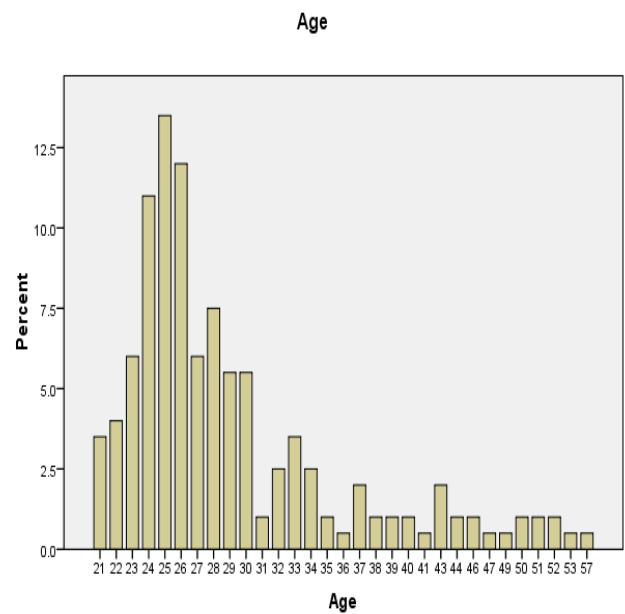
Data collection is very crucial for any kind of research. So, to make any research concrete and apply inferential right data collection strategy is needful. This research was meant for new edge emerging Indian Startups. After an extensive research on Indian Startups random stratified sampling was taken into consideration as it reduces the bias and increases the variance, which is really essential to infer in a more precise manner. Pune, Gurgaon, Bangalore, these were the regions where innovative Indian Startups are emerging. So, these locations were targeted for our primary research. In the primary research email surveys were being sent to 300 different employees working for the startups in different target locations. Out of 300, we received 283 surveys filled. Apart from the primary research, secondary research was also being conducted. Some existing credential research papers and some online data archives were being accessed to make the research firm and inferential.

Research Methodology

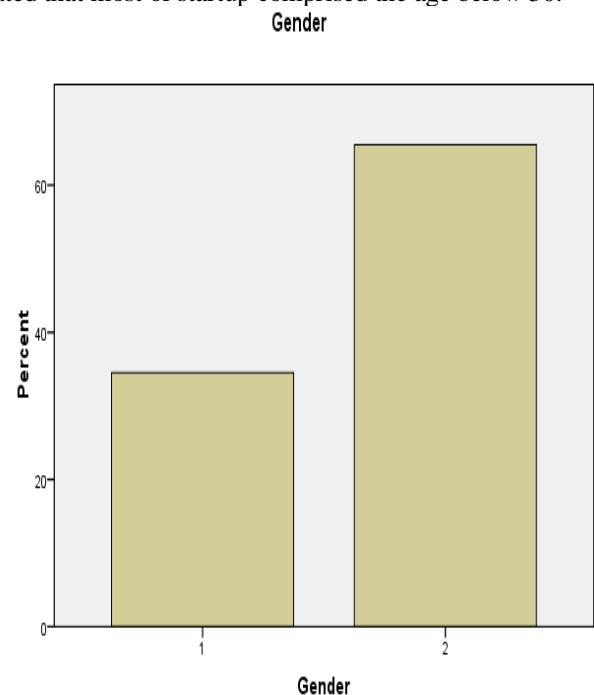
After the humongous task of primary data collection focus shifted to hypothesis design and implication of right methodology. Null and alternative hypothesis was being framed on the basis of the objective of the research. Then the selection of appropriate technique or testing took place. As per the current research objective independent sample T

test were the most appropriate test to be implemented. Some descriptive statistical tests were also being included in our research to know some valuable insights of data to observe the bias and variance within the data. The factors which are taken for this research are standardized for testing the hypothesis. SPSS software was being used to conduct all those statistical tests. Further the hypothesis being accepted or rejected on the basis of the derived p value.

Demography of Respondent Data



he distribution frequency of age varying from 21 to 57 of the collected survey data. It is very clear that the maximum occurrence is found in the range of 21 to 30. So, it could be stated that most of startup comprised the age below 30.



The participation of male as compare to female in startup firms are significantly higher as found in the above figure.

Standardized Factors

Leadership - LD
 Corporate Culture-CC
 Hiring and Recruitment - HR
 Career Development- CD
 Organizational Policies - OP
 Interaction -IN
 Diversity Training Program - DT
 Personal Diversity Value Factor -PD
 Personal Comfort Factor - PC
 Equality of organization support of women – EO

Anova- Age		
	F	Sig.
LD	1.24	0.20
CC	0.99	0.49
HR	1.38	0.10
CD	1.43	0.08
OP	0.66	0.91
IN	0.85	0.69
DT	1.57	0.04
PD	0.92	0.60
PC	1.14	0.30
EO	1.86	0.01

The statistical test exhibits insignificant p value. Therefore, we accept the null hypothesis and it means there is no difference in the perception of Leadership, Corporate Culture, Hiring and Recruitment, Career Development, Organizational Policies, Interaction, Personal Diversity Value Factor and Personal Comfort Factor in workplace diversity based on age. And rest two exhibits significant p value, therefore we reject the null hypothesis and it means there is difference in the perception of Equality of organization support of women and Diversity Training Program in workplace diversity based on age.

Independent Samples Test – Gender		
	F	Sig.
LD-M	0.27	0.61
CC-M	2.15	0.14
HR	0.64	0.42
CD-M	1.17	0.28
OP-M	0.11	0.74
IN-M	2.69	0.10
DT-M	1.32	0.25
PD-M	1.06	0.30
PC-M	0.78	0.38
EO-M	0.70	0.40

The statistical test exhibits insignificant p value. Therefore, we accept the null hypothesis and it means there is no difference in the perception of Leadership, Corporate Culture, Hiring and Recruitment, Career Development, Organizational Policies, Interaction, Personal Diversity Value Factor, Personal Comfort Factor, Equality of organization support of women and Diversity Training Program in workplace diversity based on gender.

Independent Samples Test – Employment		
LD-M	1.623	.204
CC-M	.329	.567
HR	.091	.763
CD-M	3.031	.083
OP-M	.470	.494
IN-M	.002	.967
DT-M	6.271	.013
PD-M	4.324	.039
PC-M	.041	.839
EO-M	2.139	.145

The statistical test exhibits insignificant p value. Therefore, we accept the null hypothesis and it means there is no difference in the perception of Leadership, Corporate Culture, Hiring and Recruitment, Career Development, Organizational Policies, Interaction, Personal Comfort Factor and Equality of organization support of women in workplace diversity based on gender. And rest two exhibits significant p value, therefore we reject the null hypothesis and it means there is difference in the perception of Personal Diversity Value Factor, and Diversity Training Program in workplace diversity based on age.

Recommendations to Increase Diversity in The Organization

Technological prosperity and globalization have made the world really change. It is not really astonishing that large MNCs and small organizations worldwide are making diversity a primary factor in their organizational branding and corporate communication initiatives. The new age emerging Indian Startups are also realizing the essence of workplace diversity and its' awe-inspiring benefits. They are really implicating it in their organizational standards. It may seem simple, but achieving a true diversity in the workplace may be challenging for the startups. True diversity comprises race, gender, age, ethnic group, personality, cognitive style, tenure, organizational function, education, background and more.

Leads to better decision-making

Diversity in the top-notch positions of the organization implies that there are possibilities of multiple views and ideas when it comes to the likely outcomes of any given action. The many perspectives and philosophies envision that supervisors and managers are more likely to evaluate the risks, implications, and consequences of possible actions, and take more informed decisions.

Enhance productivity at every level

Diverse workplaces are analogous with high levels of employee engagement. The innovative ideas and strategy raise employee morale and ensure employees' efficient productive work

It leads to an increase in creativity

Successful implication of workplace diversity implies heterogeneous groups come together to work on different projects and end up creating innovative project ideas which ultimately are beneficial for the organization. According to a Forbes study, of companies that make at least \$500 million, 85% of them valued that the major essence of sustaining creativity and innovation is having a diverse workforce.

Help challenge and retain high-quality talent

People with different cultural lifestyles and different socio-economic backgrounds challenge each other more. Diversity creates competitive culture and organization needs that. People from diverse backgrounds come together to construct a stronger, cohesive team.

Millennials in startup company

Diving into diversity actually increases the company's reputation, and makes it more lucrative to savvy millennials. A recent Deloitte research stated that Millennials values diversity as the mixture of different backgrounds, experiences, and ideologies within a team, which is known as cognitive diversity.

Conclusion

Diversity and inclusion go parallel in the emerging Indian startups. To micro manage diversity successfully, organizations need to facilitate inclusion at work culture. Diversity has many forms like gender, ethnicity, age, sexual orientation, ability, region and religion. Inclusion is philosophy of respect and appreciation of these various aspects of differences. Inclusion is the meaningful act of welcoming and valuing diversity. Diversity advocates new edge of innovation and financial growth of an organization. Diversity and inclusion require to be started from top down and to be supported at every management level. Inclusion helps the organization grow and prosper. It inspires a culture of respect where more innovative ideas can be shared and heard. Workforce is the most valuable asset for any startups and diversity offers to deal with business challenges or opportunities. The startups with various dimensions of

diversity are better able to draw elite talent and provide better customer orientation, decision making and satisfaction. IT startups in India have more influence of cultural diversity as they require groundbreaking innovative strategies for their organizational growth and that is only possible when the organization will implicate the diversity aptly into the core fabric of their organization.

Future Research Scope

The present article has explored the new horizons of research. Further analytical mining is required to evaluate the essence of other crucial parameters which was not being done extensively due to less sample size. The researcher also urges that further analytical research should be done on this context to understand the overtime effect of diversity in startups. Apart from the limitations of our study one also can understand that the neutral answers in a small sample size makes it tough for analysis to infer further. The key reason is that the concept of workplace diversity is still in a nascent stage for many organizations. So further one can surely delve into multi-cultural management and investigate whether MNCs have a better experience in workplace diversity. A future study will account progressively to investigate in various other industries as the emerging startups.

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